



CYNTHIA D. BANKS  
Interim Director

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## COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

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BOARD OF SUPERVISORS

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*"To Enrich Lives Through Effective And Caring Service"*

June 21, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF THE UPDATED STRATEGIC FIVE-YEAR LOCAL  
WORKFORCE INVESTMENT ACT PLAN  
(ALL SUPERVISORIAL DISTRICTS) (3-VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve the updated Strategic Five-year Local Workforce Investment Act Plan for the Los Angeles County Workforce Investment Area. (Attachment A)
2. Authorize and instruct the Chair of the Los Angeles County Board of Supervisors, as the Chief Elected Official (CEO), to sign the Signature Page of the Strategic Five-year Local Workforce Investment Act Plan for the Los Angeles County Workforce Investment Area. (Attachment A)
3. Authorize the Interim Director of Community and Senior Services (CSS), or designee, to amend the plan to reflect Federal or State funding modifications.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

This action will ensure that the Los Angeles County Workforce Investment Area (LWIA) continues to receive WIA funds allocated by the State of California Employment Development Department from the Department of Labor (DOL). The State requires this modified version of the plan be submitted with the signature of the Chair of the Los Angeles County Board of Supervisors and the Chair of the Los Angeles County Workforce Investment Board (WIB).

The updated Strategic Five-Year Plan includes current information, data, and future projections on businesses, employers, industry growth and labor market analysis that relate to the WIA Employment and Training Business Services under the WIA Adult, Dislocated Worker and Youth programs.

Implementation of Strategic Plan Goals

The recommended action supports the County-wide Strategic Plan Goal 1: Service Excellence.

**FISCAL IMPACT/FINANCING**

There is no impact on the County General Fund.

**FACTS AND PROVISIONS/ LEGAL REQUIREMENTS**

The Workforce Investment Act regulations require each Workforce Investment Area to submit to the State, a locally developed comprehensive Strategic Five-year Local Workforce Investment Act Plan. The plan is to be developed by the local WIB and approved by the Chief Elected Official (CEO). As Congress is currently considering reauthorization of WIA, the plan is being extended for a two year period of time. As changes occur, the plan must be modified in accordance with WIA requirements. Changes resulting from a reduction in WIA funding, as well as changes in the Local Vision and Goals, are reflected in the plan modification.

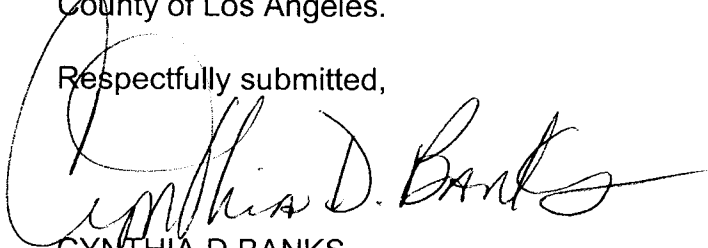
The original Strategic Five-year Local Workforce Investment Act Plan was approved by your Board on October 9, 2001. The term of the original plan was July 1, 2000 through June 30, 2005. The WIB approved the updated Strategic Five-Year Local Workforce Investment Plan at their April 14, 2005 meeting. The plan was posted on the Community and Senior Services website for public review and comment for a period of 30 days, commencing on May 6, 2005, as required by the State. No public comments were submitted during the review period.

The CAO has reviewed and concurs with the recommended actions.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The recommended action will ensure the continued provision of WIA services that are efficient, customer-focused and results driven, to residents and businesses in the County of Los Angeles.

Respectfully submitted,



CYNTHIA D BANKS  
Interim Director

Attachment (1)

c: David E. Janssen  
Raymond G. Fortner, Jr.  
J. Tyler McCauley

## **Attachment A**

### **Strategic Five-Year Local Workforce Investment Plan Workforce Investment Act of 1998 Public Law 105-220**

**For the Los Angeles County  
Workforce Investment Board  
(LAC-WIB)**

**Workforce Investment Area**

**Updated  
April 2005**

## TABLE OF CONTENTS

	PAGE NO.
Executive Summary .....	2
I. Plan Development Process .....	4
II. Local Vision and Goals .....	8
III. Labor Market Analysis.....	9
IV. Leadership.....	17
V. Local One-Stop Service Delivery System .....	20
VI. Youth Activities .....	36
VII. Administrative Requirements.....	53
VIII. Assurances.....	57
IX. Program Administration Designees and Plan Signatures.....	61
Attachments	
Grant Recipient Listing	
Participant Summary Plan	
Budget Summary Plan	
WIB Memorandum of Understanding	

## **Executive Summary**

The Los Angeles County Workforce Investment Board (LAC-WIB) oversees the Los Angeles County Workforce Investment Area (LACWIA). During its initial years, the LAC-WIB embraced the vision of the Workforce Investment Act of 1998 by beginning to immediately implement strategies associated with the creation of a “one-stop” approach to service delivery.

With an emphasis on business as an equal customer, the LAC-WIB adopted the WorkSource California Business Services Model and Protocols (October, 2001) to better assess and meet the needs of employers, as well as potential employers accessing workforce services through WIA-funded programs in the County of Los Angeles. The Los Angeles County Department of Community and Senior Services (CSS) worked with a business team composed of representatives from several WorkSource (One-Stop) Centers to create and test the model. In the years since the Business Services Model and Protocols have been implemented, the WorkSource California system has focused its efforts in promoting regional activities that cater to both the individual and business customer and improve the delivery of workforce services overall.

The LAC-WIB took a further step in promoting businesses by approving a policy which made business clients the primary customer of the WorkSource California system (October, 2002). This strategy provides a competitive workforce to local business and supports economic growth by assisting them to compete in the global economy.

To accomplish the LAC-WIB’s vision, services currently offered through multiple agencies and multiple locations are streamlined by consolidating services and providing a single point of contact with access to the countywide network of business assistance and workforce resources. The consolidation allows for customer needs to be met in a more efficient manner, and expands the current customer base of the programs. Duplication of services by different organizations and agencies is avoided as much as possible. Data sharing between agencies is being accomplished by means of an email web page, distribution system and through separate e-newsletters, one for business customers, one for job seekers and one for internal customers. In this manner, job announcements and candidates are shared across the system. Other vehicles of communication to the public are the kiosks and the WorkSource California Web site. A timeline for improving the sharing of information will be implemented during the next five years with will consist of an upgrade to the website and adoption of technology to expedite job/candidate sharing, as well as concerted outreach effort, marketing the system to business customers. WorkSource Centers now become a resource to businesses by coordinating access to the variety of business services available.

## **I. PLAN DEVELOPMENT PROCESS**

In this section, we will describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan.

- A. *What was the role of the Chief Elected Official(s) (CEO) in developing the plan? [WIA, Section 118(a)]*

The implementation of the Workforce Investment Act (WIA) of 1998 is viewed by the LAC-WIB as a unique opportunity for states and local stakeholders to develop a shared vision and strategy to move the workforce investment systems forward. Various County departments provided data that was used to determine needs and their staff assisted in the creation of the final planning document. The Board of Supervisors and/or its staff played an active part throughout to ensure that all appropriate parties engaged in this collaborative process and concurred with the final version.

- B. *What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)].*

In early summer 1999, the Board of Supervisors and the LAC-Private Industry Council appointed a Workforce Transition Team to develop recommendations for a successful transition from traditional JTPA programs to a workforce development system that integrates services and ensures access to all. The Workforce Transition Team started meeting in July 1999. The purpose of this team was to develop recommendations for a smooth transition from the current system of training set up under the Job Training Partnership Act to a more comprehensive workforce development system as envisioned by the Workforce Investment Act

- c. *Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farm worker representatives. Describe the process used to get input for the plan prior to submission. [WIA Sections 118(c)(1) and WIA Section 118(b)(7)].*

Recommendations developed by the Transition Team for the transition into the Workforce Investment Act were the result of many activities aimed at soliciting input from all partners and stakeholders. These activities included the following:

- A series of meetings which were facilitated by a professional facilitator with content knowledge of the system;
- Site visits to established one-stop centers and Workforce Boards outside of California;
- A series of stakeholder meetings with organizations with an interest in the system.

Additional planning efforts have taken place in the Los Angeles County Service Delivery Area. Recent planning has included notification to the communities, elected officials,

and One-Stop staff of system-wide changes brought about by the enactment of WIA. Other planning activities have consisted of the following:

- Attendance at and provision of comments to the State Job Training Coordinating Councils One-Stop Task Force on the development of California's One-Stop service delivery system;
- The creation of local transition task force groups to review the State's One-Stop Vision paper and local area needs. These groups were comprised of City, State, County, non-profit and business representatives from the various communities within Los Angeles County.
- Information regarding WIA transition has been provided to One-Stop Center Boards, advisory bodies and councils.
- Workshops, meetings and discussions with local elected officials, staff, and advisory board members on transition to WIA;
- Focus groups with various local community and public agencies;
- Employer focus groups to determine the recruitment, hiring, and training needs of local businesses;
- In-service training for One-Stop and service provider line-staff;
- Publication and distribution of press releases, newsletters, and other public announcements;
- Discussion of transition issues with organized labor, economic development and business groups.

*D. How were comments considered in developing the local plan [State Planning Guidance B. and WIA, Section 112(b) (9)]*

Community planning meetings discussed each element of the plan with participation from agency partners and entities mentioned above. The County Board of Supervisors provided oversight, input, and was updated on a continuing basis. Business and labor organizations, including small businesses, provided input regarding the employment outlook. Comments were solicited from the public as indicated below.

Pending the appointment of a Youth Council, a PIC Ad Hoc Youth Committee provided input on the County's WIA youth program design and plan. As well, youth community forums were scheduled throughout the County's geographic region and the proposed youth program model and plan were reviewed and commented upon by youth

advocates, youth serving agencies, education factions, parents, youth, and the community at large which provided a much needed perspective and frame of reference.

The County's Department of Public Social Services participated in designing the responses regarding services to individuals receiving public assistance. Both public and private educational entities provided information and statistics with regard to occupational training, curriculum content and the process for becoming a certified training provider.

*E. Describe the method used to make copies of the local plan available through public hearings and through the local news media and the Internet. [WIA, Section 118(c) (2)]*

The original 5-year plan included hearings that were held throughout the County. Newspapers were utilized to provide public notification regarding public hearings. The plan was also posted on the Internet for thirty (30) days for public consumption and comment. On-going public comment and incorporation is expected throughout the development of this new program.

On May 25, 2005, a public hearing was held in order to provide the public an opportunity to present comments and feedback regarding the revised Strategic Five Year Local Workforce Investment Plan for the County of Los Angeles. In addition, the plan was posted on the County web site for a 30 day review and comment period.

*F. What other organizations were involved in the development of the local plan? How were they involved?*

The WIA Transition Team and LAC-WIB realized that a crucial element of the planning process is the meaningful involvement of the partners and stakeholders. The cornerstone of this new system is the one-stop service delivery system, which brings together numerous training, education and employment programs in a single, customer-focused, user-friendly service system at the local level. The planning process has involved other organizations in a variety of ways including community forums, stakeholder meetings, site visits, Private Industry Council meetings, and One-Stop monthly meetings. Among the participants are the following:

- One-Stop Centers
- JTPA and Welfare-to-Work grantees
- Community Colleges and Adult Schools
- School-to-Career local partnerships
- Local economic development organizations
- State Department of Public Social Services
- Employment Development Department
- Community based organizations
- Labor organizations
- Vocational Rehabilitation Department
- Housing Authority



Fifth Year (2004) Modification:

The Regional Workforce Groups (RWGs) provide input into the development/modification of the Five-Year plan through the incorporation of the individual strategic five-year service area plans to be submitted by each of these entities into the overall plan for the LACWIA.

## II. LOCAL VISION AND GOALS

In this section, we will identify our broad strategic economic and workforce investment goals and the shared vision of how the local WIA workforce investment system will support attainment of these goals.

- A. *What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d) (1)]*

Workforce investment includes all of the public and private investments and activities undertaken to ensure that individuals are both employable and have job opportunities while simultaneously ensuring that companies can achieve the skilled workforce they need to be successful in the world marketplace. The Workforce Investment System strives to meet employer needs and enhance the overall wealth of the community. The LAC-WIB will carry out this vision.

The LAC-WIB is committed to streamlining services through the integration of multiple employment and training programs, including WIA and the Wagner-Peyser Act, at the “street level”, through one-stop and youth centers. The integration of services was accomplished by expanding the extensive, well-established network of one-stop centers. The focus extends beyond targeted populations and programs. All public programs will be included, with a common goal of workforce investment. The system includes all youth and adults, economic development and all the public and private investments made in company-specific training to ensure a competitive workforce.

The business of integrated workforce investment strengthened the connection between responding to employer needs and providing qualified job seekers. Integration of services is seen as a way to respond to customers’ expectations that access to jobs and qualified applicants should be convenient and user-friendly. The LAC-WIB is continually improving this convenient, user-friendly comprehensive system.

- B. *Identify organizations involved in the development of your local plan vision and goals?*

The strength of Los Angeles County’s strategic plan for workforce investment hinges on the meaningful partnerships in place between all partners and stakeholders at every level. This planning document was the culmination of strong collaboration and the evolving partnerships at the State and local levels. Involved in the planning process have been representatives from the business community, service providers and community-based organizations. The partners have come together in a variety of ways including community forums, stakeholder meetings, site visits, Private Industry Council meetings and One-Stop monthly meetings. Among the participants have been the following:

- One-Stop Centers
- JTPA and Welfare-to-Work grantees

- Community Colleges and Adult Schools
- School-to-Career local partnerships
- Local economic development organizations
- Youth organizations
- State Department of Public social Services
- Employment Development Department
- Labor organizations
- Vocational Rehabilitation Department

### **III. LABOR MARKET ANALYSIS**

This section will identify the needs of businesses, those seeking jobs, training or further education; economic development professionals, and training providers in the workforce investment area. We will discuss whether these are the same or different from prior years and if different, how the needs can be better met by the new, local workforce investment system.

#### **A. *What are the workforce investment needs of businesses, job seekers, and workers in the local area? WIA, Section 118(A)]***

The Los Angeles County (LAC) economy is large and diverse, representing almost 30% of California's economic output. In 1998, LA County by itself was the 16<sup>th</sup> largest economy in the world. The pressure for having an adequately prepared and trained workforce continues as the economic boom of the late 1990's spills over into the 21<sup>st</sup> century. From November 1998 through November 1999 the unemployment rate for the County went from 6.5 % to 5.4%. While still trailing the states unemployment rate (4.6%, November 1999), it has reached the point where almost all job seekers with experience and/or skills are employed and businesses are having a difficult time finding candidates who meet their work requirements. It is this overall environment of diversity and expansion in which we view the workforce needs of businesses and individuals comprising the workforce.

### **INDUSTRY GROWTH**

The state utilizes a seven year forecast period for industry growth including anticipated growth and decline in jobs per industry. The forecast period for Los Angeles County is 1995 through 2002. Total non-farm employment is projected to grow by 485,300 jobs, or 13% over the forecast period.

The forecast period for Los Angeles County is 2001 through 2008. The total number of non-farm employment is projected to grow by 380,600 jobs, or 9.3% over the forecast period. With the exception of mining, finance, insurance and real estate divisions; employment in all other industry divisions is expected to increase. The employment job growth in services, retail trade, manufacturing and government will account for 87% of the employment gain.

Upon review of the Industry Employment Projections for the County of Los Angeles from 2001-2008, it has been determined that job growth in construction, transportation and public utilities, trade, finance, insurance and real estate, services and government will account for 70% of the employment gain.

**Services** is the largest industry division in Los Angeles County and is expected to contribute nearly 47% of all new non-farm jobs increasing employment by 227,100 to reach 1,423,300 over the forecast period. Also, this division is expected to have the fastest growth rate, projected at 19%. Growth in services will be driven by a combination of a robust economy, population growth, and strong job growth in a number of service sectors especially the business service sector.

For the forecast period of 2001-2008, Services remain the largest industry division in the County of Los Angeles County and will contribute to 197,200 or 51.8% of all new non-farm jobs.

**Manufacturing** is the second largest industry division in the county. At the beginning of the forecast period (1995), manufacturing accounted for 17% of non-farm jobs in the county averaging 638,000 jobs and is expected to continue growing to add 66,100 jobs or a 10.4% increase. It is anticipated that the number of new jobs will be equally distributed between durable and non-durable goods. The largest job growth will be in apparel and other textile products; food and kindred products; and textile mill products.

For the forecast period of 2001-2008, Manufacturing will decline by 3.5%, resulting in an employment change of 20,900 jobs.

**Retail Trade**, the County's third largest industry sector, is expected to grow by 67,500 jobs or 11.7 % to reach 644,300 by the year 2002. Growth is expected in all segments of this division but by far, the largest growth will be in eating and drinking places increasing payrolls by 39,000. Relatively strong growth is also anticipated in a sector called retail trade; building materials and garden supplies; and automotive dealers and services. These three mentioned areas are projected to add almost 22,000 jobs in the forecasted period. For the forecast period of 2001-2008, Retail Trade remains one of the strongest growth industries and will increase by 10.1%, or the addition of 65,000 new non-farm jobs over the forecast period.

**Government** is expected to grow by 61,800 jobs or 11.5% during the seven year forecast period. Government, the largest "employer" in the county, will total 597,500 by the year 2002. The majority of the growth is expected in local education (up 42,600 jobs) accompanied by an increase in state education positions while projecting a decline in federal government jobs of 5,000.

Government remains one of the largest growth industries during the 2001-2008 forecast period, with an increase of 8.3% or 49,800 new non-farm jobs over the forecast period.

**Wholesale trade** is expected to expand by 29,100 jobs or 11.2% over the next seven-year period reaching 288,100 by the year 2002. The increase in jobs is expected to be evenly spread between the durable and non-durable segments of this division.

Eating and Drinking places replaces Wholesale Trade as the second largest growth industry (behind Retail Trade) within the Trade category during the forecast period of 2001-2008. Eating and Drinking places will account for 28,200 new jobs, increasing by 11.4%.

**Transportation and public utilities** division is also forecasted to increase, with a gain of 19,100 jobs or 89.4% to reach 221,700. The transportation segment will see the bulk of this growth accounting for 85% of the new jobs, with payroll increasing by 16,300.

The Transportation and Public Utilities industry is forecasted to increase by 28,800 jobs during the period of 2001-2008, increasing the number of new jobs in this industry by 11.6%

**Construction** is projected to grow by 19,200 jobs. While not a large number, for the industry itself, it represents an increase of 17.5% to reach 221,700 by 2002. The majority of the growth will be in the division's largest segment, special trades, which is projected to increase payrolls by 16,100 jobs. Additional growth could occur if the public sector determines that the need and resources are available for further development of infrastructures such as roads, highways and utilities.

Construction is projected to grow by 19% or 25, 300 during the 2001-2008 forecast period.

**Finance, insurance and real estate** division is expected to decline by 3,700 jobs during the forecast period. The entire decline in this division is expected to be in the finance division where the influence of mergers, consolidations, and automation is expected to reduce employment by 6,700.

Finance, Insurance and Real Estate is expected to grow by 7.5%, increasing the number of new employments by 17,500.

**Mining** is expected to continue to decline and total only 5,000 jobs by the year 2002.

The Mining industry will continue to decline during the 2001-2008 forecast period and will account for only 3,700 jobs by 2008.

**Entertainment and Tourism** are dynamic, growing and fundamental staples to the LAC-WIB area. These industries have great potential to absorb low skilled workers, provide further educational opportunities, and to foster the entrepreneurial development of local residents. Amusement and Recreation is expected to grow by 14.7% with an increase of 8,300 new employments during the 2001-08 forecast period. Amusement and Recreation is included in the "services" Industry.

**Health Services** which is included in the "services" Industry is expected to grow by 9% with an increase of 25,000 new employments during the 2001-08 forecast period.

## WORKFORCE INVESTMENT NEEDS

### 1. Businesses

Speaking generally, there are consistent themes that the business community presents concerning workforce development needs:

- Qualified workers who have a strong foundation of basic skills.
- Strong soft skills. Employers continue to state that they seek individuals with a strong work ethic, reliability, who are team-oriented; they will then train them concerning specific job related skills.
- Upgrade of existing skills. As international competition increases and technology changes the way we do business, of the current workforce will need upgrade skills training.
- Greater flexibility. More and more businesses in this time of economic growth are looking for increased flexibility on the part of new employees. This is in terms of time shifts and the ability to perform a larger variety of tasks so that they can move from project to project or from one production line to another.
- Customized Training. Employers have been giving the County feedback that well-developed customized training programs fulfill their need to have an employee enter their job with enough skills and understanding to immediately be a productive worker. Today's high-tech global and increasingly competitive economy requires LAC workers and employers to have the most advanced skills and tools available to succeed. That is why effective customized training services that meet the needs of employers is more essential today than ever before.

On a more specific level there are many industry developments and individual business expansion projects that present the County with particular needs. A few examples include the decision by Swiss Air to have a production facility in the Palmdale/Lancaster area. The existing labor force in the area can meet many of the projected aerospace labor-force needs for the near future. But many people have left the area with the downsizing starting in the late 1980's and strong efforts to recruit and train a workforce will be needed over the next several years.

Krispy Kreme, a donut and coffee shop that has exploded in success, opened over 30 stores in the Southern California area. during the past three years. Four of these stores, employ 150-200 people each. These jobs represented excellent opportunities for entry-level workers particularly individuals currently on public assistance. While the entry wage is \$6.50- \$7.50 hour, there are benefits and the company policy is to promote within. In addition, monolingual candidates were given strong consideration. Strong soft and customer service skills were needed for these positions. Industry needs for Services, Manufacturing and Retail

Trade were expected to increase as these industries represent the largest employers and growth areas for the County over the past few years.

Currently, LAC is developing a plan for business outreach in order to better serve the employer. This program will market the job services of the one-stop delivery system, have a menu of employer services similar to those recommended by the State One-Stop Task Force, develop interfaces with the existing business service community and strengthen linkages with business organizations and economic development agencies and corporations. In addition, the County plans to encourage businesses to participate on project-oriented tasks such as: assist with curriculum development for training programs, input on service issues, future projections on workforce needs and other topics which the business community considers important to workforce development. Building a more cohesive referral and business contact system is a priority. The County has initiated discussions with the City of Los Angeles, the County Department of Public Social Services, the Employment Development Department (EDD) and the Los Angeles Economic Development Corporation to explore the possibility of creating a coordinated outreach program to the business community. Such a program would focus on a single point of contact, an effective referral system, meeting the needs of employers in a timely fashion, reducing the administrative burden for businesses and a self-evaluation system for continuous improvement. It is projected that the first phases of implementing this coordinated effort will begin by July 2000. Employers need reliable information on available skills training, training providers and a means for influencing training curriculum. Employers also need more current labor market information and greater access to that data, guidance on accessing State ETP funds for worker training, and assistance with understanding and complying with state labor laws. For small businesses, greater support with human resource issues is very important. Job creation through expansion of existing businesses and job creation through new business start-ups are critical linkages which need to be strengthened with workforce investment resources if we are to sustain economic growth and ensure the success of the One-Stop delivery system.

Effective 2004, the LAC-WIB has aggressively focused its efforts in the provision of services to employers that will be of benefit to jobseekers, through implementation of the following strategies:

### **Outreach**

To effectively promote the Los Angeles County Workforce System's capability to private and public sector employers, the message and objective is to establish the LA County One-Stop delivery system as a valued source of capable, long-term employees that can meet their current and future needs, and as a resource that facilitates economic growth through job retention and expansion in Los Angeles County.

### **Job Development**

Currently, each One-Stop Center is responsible for job development with major businesses and governmental agencies. A more effective means of building relationships with potential employers is needed to increase job opportunities to our job seekers. Currently, there is no in house expertise to conduct this very specialized effort. The LAC-WIB proposes to hire

two highly skilled business development specialists as consultants for a period of two years. Consultant responsibilities would include:

- (1) Identify businesses/employers with current and future employee demand and the skills and attributes required to fill these positions.
- (2) Develop a long term, trusting relationship with senior human resources executives.
- (3) Increase the number of jobs available and coordinate the filling of those jobs throughout the WorkSource system,
- (4) Train WIA contractors and WIB staff to conduct efficient job development once the consultants' contracts end.

## **2. Job Seekers**

The principal needs of job seekers are:

- Better access to Labor Market Information including job postings
- More information on available skills or occupational training
- Higher quality jobs and the opportunity for career advancement
- Better working conditions
- Benefits
- Transportation and child care services

Many job seekers still do not possess good job search skills including how to present themselves in an interview. Increasing concern noted by employers is that there is a lack of basic math and reading skills amongst job seekers today. All of these needs are objectives of the local one-stop delivery system. Social Service Departments have moved away from being an income maintenance system to a principal partner in workforce development. LAC is working with the County Department of Public Services to insure the integration of employment service offered through DPSS into the One-Stop Delivery system.

A corollary to the needs of job seekers is that at this point, those remaining on public assistance often represent individuals with the most barriers to employment. This creates greater demand on the workforce development system to assist with employment-related needs such as transportation and childcare services.

## **3. Workers**

The principal needs of workers are:

- Skill enhancement
- More information on available skills or occupational training
- Better access to Labor Market Information including job postings
- Improved benefit packages including retirement

The needs of incumbent workers are not that different than those of job seekers except retention and the development of on-going skill enhancements become increasingly important.



WIA, with its emphasis on increasing workers awareness and understanding of available enhancement and skill training opportunities, should help this group a great deal. The associated report card system for providers will be another new tool which workers will have to evaluate their options.

Universal access to labor market information is available through the one-stop system to workers, which was far less promoted and accessible to workers in the past.

B. *How will the needs of employers be determined in your area?* [State Planning Guidance IV.B .6.]

There are several methods, which the County has used to determine the needs of employers in the Workforce Investment Area as highlighted below. In August of 1999, the County contracted with ERISS to survey over 45,000 businesses in the area. Over 11,000 employers responded providing valuable data on current and future hiring projections; occupations needed, skill and experience requirements, opportunities for entry-level positions, and wage and benefit information.

- Annual employer surveys such as ERISS
- Increased use of businesses as advisory bodies on a project basis
  - The annual Economic Forecast Projects presented by the Los Angeles Economic Development Corporation and other local economic development corporations
- Annual CCOIS survey
- Stronger ties to EDD and their Employer Advisory Councils
- Linkages with business organizations and economic development corporations
- Working more closely with industry cluster associations
- Utilization of two highly skilled business development consultants to interface with large and medium sized employers to increase employment opportunities

Another method of assessing the needs of business is accomplished through the "Economic Development Summit". The mission of the Economic Development Summit is to strengthen businesses and economic development countywide, while stimulating economic growth, and attract, retain and promote the growth of businesses and jobs in Los Angeles County. A Steering Committee was formed to identify the focus of the summit, which consists of representatives from several County departments, including the Chief Administration Office, Community and Senior Services, Department of Public Social Services, Community Development Commission, Office of Small Business, Los Angeles Economic Development corporation, and the Citizens' Economy and Efficiency Commission. Representing the County's Workforce Invest Area, CSS is assisting in addressing critical workforce preparedness and business issues impacting the local economy. The initial summit's purpose in 2003 was meant to educate the various County departments working on economic development issues. A follow-up summit is scheduled for the fall of 2005. The Steering Committee has also hosted, in collaboration with the Board of

Supervisors, quarterly “Contracting Connections Workshops” which provides business information critical to viability and spur economic and workforce development.

In addition to the methods listed above, the LAC-WIB will also assess the needs of local employers through the utilization of the strategic five-year service area plans submitted by the Regional Workforce Groups (RWGs) in the County of Los Angeles. RWGs provide direct services to residents of the County of Los Angeles. An RWG is a public entity created by the governing bodies of its member cities, or designated by its elected officials, to assist the County in the management of workforce development funds and programs directed to residents within its jurisdictional area.

C. *What are the current and projected employment opportunities within the local area?*  
[WIA, Section 118(b)(1)(B)]

All major occupational groups with the exception of mining, finance, insurance and real estate are expected to grow in Los Angeles County over the next five years. The industries where the majority of this growth is expected to occur are services, Manufacturing, Retail Trade and Government. The state Employment Development Department, LMI Division, has compiled a list of occupations with the greatest growth projected from 1995 to 2002. From that list, those occupations with the greatest growth over the next three years with at least 5,000 jobs projected to be added are as follows: General managers, waiters and waitresses, guards, secretaries, apparel and textile workers, retail salespersons, cashiers, teacher aides, systems analysts-electrical data, janitors, cleaners, general office clerks, teachers - elementary and secondary, food preparation, receptionists, marketing advertisers, registered nurses, certified nurse assistants, sales representatives for non-scientific retail, assembly fabricators and financial managers.

Additional growth occupations identified through the ERISS survey included: Guards, non-farm wholesale and retail buying, tire repair and changing, dental assistants, computer programmers, real estate sales agents, technical trainer/ institutional, butcher/meat cutters, electrical/electronic engineers, helpers; attendants, human service workers, and data base administrators.

Overall, the service industry is expected to contribute 227,100 jobs over the 227,100 jobs over the forecast period. Within the services division, the strongest growth both absolute and relative, is expected to be in the business service sector with over 100,000 jobs expected to be added during the period.

#### **2004 UPDATE**

Utilizing information obtained from EDD's LMI Division, the projected growth opportunities within the local area for the forecast period of 2001-2008 are as follows:

- ✓ Construction
- ✓ Transportation and Public Utilities
- ✓ Trade
- ✓ Finance, Insurance and Real Estate

- ✓ Services
- ✓ Government

These industries will account for 401,900 new employments over the forecast period.

- D. *What job skills are necessary to obtain such employment opportunities?* [WIA Section 118(b)(1)(c)].

To obtain and return most of these jobs, the specific skills needed are "soft skills". These skills include verbal presentation, customer service, problem solving, the ability to follow instructions, to work as a team, under supervision, and patience.

The basic skills needed include, but are not limited to, reading, writing, computation, computer utilization.

#### IV. LEADERSHIP

This section describes how the local Workforce Investment Board exercises authority.

- A. *If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation be transferred to the new local workforce investment board?* [WIA Section 117(d)(4)]

The Los Angeles County WIA Transition Team is the interim board that held responsibility for the development of the initial five-year plan. The local elected official appointed the new Workforce Investment Board (WIB) in April of 2000. It functioned as the PIC for purposes of closing out programs funded under the Job Training Partnership Act (JTPA) until its official repeal on July 1, 2000.

The plan as approved and created under the WIA Transition Team was submitted to the Los Angeles County Workforce Investment Board (LAC-WIB) upon formation. The new WIB assumed full responsibility for the implementation of the Plan and ongoing oversight on the date of its inception. The Board of Supervisors appointed the LAC-WIB and holds oversight and implementation authority as granted under Section 118 of WIA. The LAC-WIB may continue to amend the five-year plan as long as the plan remains consistent with the California Workforce Investment Plan and Federal Laws.

- B. *What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member?* [State Planning Guidance B, 1.b. and WIA, Section 117(g)(1)(2)]

LAC-WIB members may not vote on or discuss a matter under consideration before the Board regarding the provision of services by such member (or by an entity that such member represents) or that would provide direct financial benefit to such member or of the immediate family of such member. LAC-WIB members shall abide by conflict of

interest requirements in Section 117(d)(4) of the Workforce Investment Act; Family Economic Security Act; Political Reform Act; Government Code Sections 1090-1098, 87100 and 87103; and the Los Angeles County Code Charter 54. The Secretary of the LAC-WIB shall keep a current copy of each of the various conflict of interest code provisions at the Principal office of the LAC-WIB and shall distribute copies to all new members at the time they become members, and to all current members, at least once a year or when amendments are made.

C. *Describe how the local board will provide a leadership role in the local workforce investment system. [WIA, Section 117(d)(4)]*

The LAC-WIB provides ongoing forums on a continuous basis for regional planning in the greater Los Angeles area by inviting and promoting cooperative planning and policy development. Cooperative planning includes CBOs, other workforce investment areas, advocacy groups, and both employers and employment seekers in the community.

The LAC-WIB developed marketing/public relation's campaigns that highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. The PIC working in the absence of the appointment of the LAC-WIB, designed a comprehensive marketing and advertising strategy. The LAC-WIB has developed a comprehensive marketing plan. The LAC WIB has assumed a leadership position to realign current education and training resources to more strategically address workforce needs.

The LAC-WIB completed its comprehensive "WorkSource California" local marketing and branding campaign in 2002. This marketing plan, in collaboration with the City of Los Angeles Workforce, as well as other Local Workforce Investment Areas, assisted in providing a uniform approach to service delivery and successfully introduced the new local workforce investment system to employers and jobseekers in the County of Los Angeles.

Effective April 2004, the LAC-WIB revised its Mission in order to more effectively impact the economic health of the county and the region. The LAC-WIB has refocused its efforts on leadership work, as a convener and facilitator bringing together diverse stakeholders to identify and develop solutions to workforce challenges they face.

The LAC-WIB has revised its mission/vision to ensure a strategic approach to leadership and policy development through the following:

- Providing **leadership** on workforce issues - convening, facilitating
- Identifying and meeting workforce needs in **key industry sectors/clusters**
- Engaging strategically with **elected officials** – Board of Supervisors, state, federal
- Ensuring Work Source Center **quality** and continuous improvement

These four represent a balance of what the LAC-WIB sees as crucial. Shifting the LAC WIB's focus to providing leadership through activities such as convening and facilitating is a way to leverage higher impact change; it is also work that many LAC WIB members have great ability to do. Taking a cluster/sector approach gives the LAC WIB a way to ensure the needs of key industries are understood and to help develop solutions that benefit both employers in those sectors and workers looking for career paths and good jobs. A key to the LAC WIB's ability to facilitate workforce strategies in the county and region is to build stronger relationships and dialogue with elected officials at all levels – local, state and national. Finally, the work of ensuring Work Source Center quality and continuous improvement must go on; the LAC WIB has a key role to play in the accountability of the centers and service providers.

- D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]*

The LAC-WIB has reviewed the State's plan and its strategic goals to ensure that LAC-WIB policy will not be inconsistent or in conflict with any State adopted goals. Any proposed action found in conflict with adopted State policy will be amended or modified so as to be consistent with the State Plan.

- E. How will the local board meet the requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117(f)(1)(A) and (B)]*

The LAC-WIB meets the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor through the procurement and contracting for the provision of WIA services with private, for profit and non-profit entities in the County of Los Angeles. In addition, eligible persons accessing training services through the LWIA utilize Individual Training Accounts to select approved training providers from the I-Train list.

- F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification and meeting minutes? [State Planning Guidance 1B1 .a.vi and WIA Section 111(g) and 112 (b) (I)]*

All meetings are open to the public and conducted in compliance with the Brown Act. The local board will post all meetings notices, minutes of the meetings, the designation and certification of One-Stop operators, the award of grants or contracts to eligible providers of youth activities and a list of current WIB members on our website.

Additionally, meeting notices are routinely posted at least 72 hours ahead of time with the County Clerk and mailed to all parties who have requested them. The minutes of all meetings, including committee meetings, are also available for review by the public as required by the Public Records Act.

Meetings are conducted in locations that are ADA compliant. Accommodations are available upon request for persons with visual or hearing difficulties.

## **V. LOCAL ONE-STOP DELIVERY SYSTEM**

In this section, we describe how services will be coordinated through the One-Stop Service Delivery System.

- A. *Describe the One-Stop delivery system in your local area. Include a list of the Comprehensive One-Stop Centers and the other service points in your area. [WIA, Section 118(b)(2)]*

The One-Stop delivery system in the County of Los Angeles is comprised of 14 Full-Service Centers and 2 Satellites. In addition, the LAC-WIB contracts with 3 LWIA that provides services to residents of the County of Los Angeles. These Centers are strategically located in order to ensure full access to services for all residents in all areas served by the LAC-WIB. A list of these Centers is attached.

On July 1, 1993, the County of Los Angeles, the Private Industry Council, and the Prime Agents entered into a non-financial Prime Agent Agreement. The County's Charter allowed JTPA services to be contracted out to governmental entities within the County on a non-competitive basis. The County chose to exercise this authority and entered into Joint Powers Authority Agreements (JPA) with the six Prime Agents.

On June 15, 2004, the CEO (Los Angeles County Board of Supervisors) formally approved the Regional Workforce Group (RWG) Agreement to increase the Local Workforce Investment Area's ability to build on existing reforms in order to implement an innovative and comprehensive workforce investment system tailored to meet the particular needs of local and regional labor markets.

The RWG Agreement will be the basis for the allocation of WIA funding to the RWGs through a Subgrant agreement between the County and the RWGs. The RWG Agreement is a formal extension of the JPA Agreement. The agencies, which are party to the RWG Agreement are as follows:

1. West San Gabriel Valley Consortium (dba Career Partners)
2. Hub Cities Consortium
3. Southeast Area Social Services Funding Authority (SASSFA)
4. Human Services Consortium of the East San Gabriel Valley (dba LA Works)
5. City of Compton (Compton CareerLink)

The reason only five of the original six prime agents are party to the RWG Agreement is because one of the Prime Agents contract, Mid-San Gabriel Valley Consortium, had been terminated. The Center was undergoing a competitive Request for Proposal process, therefore, the new Lead Agency is not a party to the RWG Agreement.

The RWG's, as specified in the terms of the Agreement, are required to complete Strategic Five Year Service Area plans. These plans are in alignment with State and local goals and kept on file at the LWIA. The RWG Strategic Five-Year Plans will be used in the assessment of employment and training needs for the County of Los Angeles.

The following principals are applied in the delivery of service throughout the LAC Local Workforce Area:

**1) Streamlined Services**

Agreements are established to bring together private business, community-based nonprofits, government, education, and other entities to create a comprehensive, integrated system that maximizes services and resources while providing greater ease and access for employers and job seekers.

**2) Empowered Individuals**

Job seekers are provided access to information about basic literacy, education, counseling, streamlined job search, case management, vocational and related intensive services via phone, kiosk, internet, etc. The system provides customers with sufficient information to judge the quality of services and make informed choices.

**3) Universal Access**

Core Services are available in the languages of the surrounding population at all One-Stop and Satellite Centers.. Specialized services for specific populations such as persons with disabilities and older workers have increased accessibility.

**4) Increased Accountability**

The LAC One-Stop system is performance-based, focused on outcomes, attentive to quality principles and driven by customer satisfaction. Services are continuously evaluated to ensure goals/objectives are met in a cost-effective manner. Results will be made available to job seekers and employers.

**5) Designed to Meet Emerging Needs**

We provide training designed to fit the employers' needs and trained employees to assist employers to stay competitive.

**6) Improved Youth Program**

We developed a comprehensive, integrated youth system to enable youth, particularly those most in need, to acquire the necessary skills to successfully transition into and compete in the labor force and to further their education and training.

**Job Seeker Services**

All LAC One-Stop Centers provide core services, intensive services and access to training in English and Spanish (or any other language that is appropriate for the geographic community). All Centers and satellites will have TTDY line access and meet the

requirements of the Americans with Disabilities Act. EDD services including Cal JOBS will be available at all sites.

The following services are available at all One-Stop Centers to individuals with the right to work in the U.S. who are 18 years of age or older:

- Outreach, intake, profiling, and orientation to the One-Stop Center
- Initial assessment of skill levels, aptitudes, abilities, and support services
- Labor Market Information
- Consumer reports and performance information
- One-Stop partner services and supportive services
- Information and filing of UI claims
- Resource Room usage
- "How To" group sessions (e.g., writing a resume).
- Job Referral (JS referrals in non-exclusive hiring arrangements, short term or seasonal placements). Registration into Cal Jobs enrollment, and resume building.
- Internet browsing to find career, employment and training information
- Talent referrals (JS staff referrals of resumes without further screening).
- Assistance in establishing eligibility for additional assistance including WIA intensive and training services, and non-WIA training and education services.
- Job listings by Cal JOBS and other links.

Specific services available to job seekers who are unable to find employment include:

- Individual assessment
- Job search workshops
- Job resource centers with computers, phones, fax machines, and employment information
- Career counselors
- Basic skills training/English as a Second Language (ESL)
- Job placement assistance
- Individual service strategic/Individual Readjustment Plan/Case management
- Follow up services for 1 year after exit

Access to these services is provided through a three-tier delivery system that ranges from a self-directed job search and low cost services to intensive services that require an assessment of need, a longer term financial commitment and more extensive participation on the part of the customer.

Self-directed job search services provide Self-Directed Electronic Access to directories, job matching services, and labor market information such as CalJOBS and America's Career Kit. Facilitated services require staff assistance and intervention. At this level, we provide intake, enrollment and a detailed assessment, followed by information on employment, education and training opportunities and, where needed supportive services. Intake staff/customer



service representatives and the customer jointly develop an individual service/readjustment plan.

Intensive/Training Services may include any or all of the following: case management, in-depth counseling, basic skill training, and occupational training through work experience, on-the-job training or customized training, and follow up services:

- Entrepreneurial training
- Access to childcare, transportation, and other support services
- Employment Development Department services
- Training/retraining in demand occupational skills through individual training accounts, work experience, customized training, and On-the-Job Training

Financial resources are committed through Individual Training Accounts.

### **Employer Services**

Employers are the primary customers of our One-Stop Delivery System. Specific employer services include:

- Access to information, resources and services
- Labor trends and wage information
- Business related seminars and workshops
- Access to job seeker talent bank
- Posting of employer vacancies system-wide
- Tax credit information
- Access to financial resources for businesses
- Enterprise Zone information
- Pre-screening skills and aptitudes of referrals
- Background checks of referrals (upon request)
- Drug Testing
- Recruitment Assistance (provide location for interviewing)
- Assistance with employee retention
- General Human Resource needs
- Hosting of Job Fairs
- Service directories and coordinated referral services
- Technical assistance and linkages to access available resources
- Labor market, economic development and tax credit information
- Access to community development bank
- Rapid response and plant closure assistance
- Customized training/On the job training subsidies
- Technical advice training regarding job retention strategies for special population

B. *Describe the process used for selecting the One-Stop operator(s) including the appeals process available to entities that were not selected as the One-Stop Centers.* [Interim Final Rule 667.600(b)(1)]

The Los Angeles County Department of Community and Senior Services (CSS) functions as the One-Stop Operator for the LAC-WIB and coordinates the LA County One-Stop delivery system.

The LAC-WIB grandfathered all One-Stop Centers in the Workforce Investment Area, except for two of the One-Stop Centers that were subject to a Request for Proposal Process. All grandfathered One-Stop Centers were in existence prior to the enactment of this Act. All centers regardless of designation or the winning of a bidding process must apply to be certified by the LAC-WIB to continue to provide WIA services, beyond fiscal year 2001 in the Los Angeles County Workforce Investment Area.

The LAC-WIB has established policy which requires that all One-Stops in the local area be certified. Each One-Stop Center in the LWIA has been certified in accordance with this policy. The process for becoming certified as a Los Angeles County One-Stop Center is:

#### **Certification Process**

Potential One-Stop partners will submit an application to be certified as either a full-service One-Stop Center or an affiliate site. The LAC WIB will engage in two processes, application review and On-Site visit, to certify a full service One-Stop and an affiliate site. Certified One-Stop Centers will be colocated facilities capable of delivering all the core services on site at high levels of quality. Agencies who apply for affiliate designation will provide at least one core service and must have the ability to provide information and access/electronic linkage to customers on the primary services of the workforce development system. All entities applying for One-Stop status will be notified in writing of the results of the LAC WIB's review of their application. Those entities that are not selected to be One-Stop Centers may reapply for certification in writing within the next quarter after notification that their application was denied. This is an open competitive process.

The minimum criteria for certification as a One-Stop Center is:

The entity must be able to:

- Deliver the designated core services of all the partners
- Obtain and maintain the appropriate technology
- Meet the seven quality standards and indicators defined in the application, i.e.
- Leadership Strategic planning
- Customer and market focus
- Information and analysis
- Human resource development and management
- Process management
- Business results

Full-service and affiliate centers applying for recertification must undergo a review/validation process facilitated by LAC-WIB staff, upon which recommendations will be made to the Certification and Quality Committee to approve or deny recertification. This process includes a review of the improvements made as a result of the Technical Assistance Report provided to the Center at the time of the initial certification and verification of a demonstrated improvement in the quality standards assessed at the time of the certification.

- C. *Are each of the required WIA partners included in your One-Stop Delivery System? How have they contributed to your planning and implementation efforts? If any required partner is not involved, explain the reasons. [WIA, Section 117(a) (2) (A)]*

All mandatory partners are incorporated in our One-Stop delivery system. All partners were included in the planning process and were given copies of all plan documents for input during the development process. All mandatory program members approved their plan and are aware of the need to modify this plan as needed. All mandatory partners are part of our WIA program. All mandatory partners are party to the Governance Memorandum of Understanding.

- D. *How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop System? [WIA, Section 121 (c) (2)]*

The One-Stop System design is based on information dissemination of all mandatory and non-mandatory partners program information. The intricate role of coordination at each One-Stop is based on need in the area. Each One-Stop Center within the L.A. County One-Stop System must ensure quality participation with all mandatory partners to receive a certification to provide services by the LAC-WIB. This certification must be renewed to ensure continued partner programs are continually provided at each One-Stop Center.

- E. *What is your plan for delivery of core and intensive services?*

### **Core and Intensive Services**

The LAC-WIB ensures that core services are provided through the One Stop system, which includes 15 full service One-Stop Centers and two (2) satellite centers. At the 15 full service One-Stop Centers core and intensive services will be provided through a coordinated effort amongst all the mandatory partners.

**Core Services** Each One Stop Center is managed by a Lead Agency who is responsible for ensuring that access to all core services are available either through collocation of partners at the One Stop Center or through electronic linkages or manual referral if necessary. We believe that it is imperative that all staff working at the One Stop Center is cross-trained on each other's programs to ensure that the customer is provided with seamless and integrated services. Each One-Stop Center has a resource area designated for core services, both self-directed and staff assisted.

We consider this area the most crucial in the system as it is the first impression our customers have of the system, and is the place where customer expectations with regard to customer satisfaction occur. Each One-Stop Center will complete a Memorandum of Understanding with the partners that will describe how core services will be provided.

**Intensive Services** Each One Stop Center provides intensive services of all the mandatory partners to the greatest extent possible at the Center. This approach will ensure that, to the customer, services are seamless and fully integrated at the Center. Electronic linkages and manual referral of customers will occur in those instances where a customer cannot receive intensive services at the Center. As stated above, each One Stop Center will develop a Memorandum of Understanding with the mandatory partners that will describe how intensive services will be provided. A satellite center will be access points to the system and may provide some intensive services. For those services not available, the satellite is responsible for referring a customer to a full service One Stop Center as needed.

- F. *What is your plan for administering Individual Training Accounts (ITAs) as defined in WIA Section 134(d) (4) (G), including any limitations you plan to impose on ITAs established in your local area?*

Customers who need training will be provided access to the list of qualified training providers. The list will contain pertinent information related to completion and placement rates by institution and course of study. A case manager will be assigned that will assist the individual in making appropriate career and training choices. This list will be available at all One-Stop Centers and will reflect the most current information about training providers. For those needing financial assistance, policies and guidelines will be developed that will determine the dollar amount that will be placed in their ITA. Customers accessing training services through the One-Stop Centers will select eligible training providers utilizing the list of approved vendors procured through the I-Train. All costs associated with training including tools text books or tests to certify the student will be included in the ITA. Tuition for Adult customers is limited to \$6,000 and tuition for the Dislocated Worker is limited to \$8,000.

- G. *How will WIA funding be used to leverage other public and private resources? How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10)] and Section 121 (c)(2)(A)(ii)]*

Memorandums of Understanding prescribe how services will be delivered and the amount of resources that are to be provided by each partner agency of the One-Stop. Agency contributions will vary according to function and size of program, prorated according to a formula based on staff size and funding levels.

One-Stop Centers are encouraged to apply for foundation grants and other discretionary funding from state and federal agencies. Services funded through WIA Title 1 funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside Federal, state, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

Additional programs administered by the County through the Local Workforce Investment Area that are consistent with the goals established in the plan include the following:

**Program Navigator:** Los Angeles County Community and Senior Services, under the direction of the LAC WIB, is committed to providing persons with disabilities access to comprehensive workforce investment services. Our intent is to provide services that are of quality and added benefit for all persons who are or will part of the workforce investment system in Los Angeles County. In order to assure this vision is fully realized several complementary approaches have been established. To this end, the addition of a Disability Program Navigator to address the employment needs of persons with disabilities.

**National Emergency Grant (NEG):** Southern California was declared a National Emergency as a result of the 2003 Wild Fires. A grant was provided to remove the silt from the hillsides to prevent blockage of natural runoff of water during the following rainy season, and to restore the area to the same condition it was in before the disaster. The persons removing the silt were either dislocated as a result of the fires or long term unemployed individuals. Training and placement services are available to all NEG participants after the hillsides have been restored. These participants will be enrolled and provided services through our local Workforce Investment Area One-Stop Centers.

- H. *Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; individuals with multiple barriers to employment; older individuals; people with limited English speaking ability; and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17)(iv) and Section 118(b)(4)]*

Information regarding One-Stop services has been sent to the appropriate agencies and organizations that serve this population including Family Self-sufficiency and Refugee Programs. For those partner agencies not already a part of the One-Stop, and when warranted by sufficient service levels, representatives of the organizations who serve these special populations will be located directly in the One-Stop Center

under an arrangement negotiated through an MOU. Special community events, such as Job Fairs or Job Search clinics, may be held that focus on one or more of these subgroups.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we will provide rapid response activities through the One-Stop system onsite, if appropriate, to the affected workers.

2004 Update: Beginning with FY 2005-06, the RWG's and/or their subcontractors will provide Rapid Response services to the LAC WIA.

Those with limited English speaking ability will be referred to appropriate ESL community resources. The LAC-WIB has implemented policy that ensures multi-lingual staff and programs are made available to customers.

The LAC-WIB is also meeting the needs of the dislocated worker population with the design and implementation of the Healthcare Worker Retraining Project. The Los Angeles County Healthcare System is undergoing massive redesign. With the Healthcare Worker Retraining project is a partnership between the State of California and the LAC-WIB. This project is designed to provide current workers in the Los Angeles County Healthcare system with necessary training to ensure job placement in the new Los Angeles County Healthcare system.

The LAC-WIB has ensured that the needs of individuals seeking employment and training services in the LWIA are met through the implementation of strategies that are responsive and unique to these special populations. This includes the delivery of customized services to individuals with multiple barriers to employment through "Special Needs" service providers. "Special Needs" service providers are selected based upon demonstrated knowledge and success in the area of assessing the needs of and providing services to these populations. As it has been determined by the LAC-WIB that the increasing demand for services under the "Special Needs" category has created a need for additional funding in the WIA Adult program, a request to transfer funding from the WIA Dislocated Worker program allocation into the WIA Adult program allocation has been submitted to EDD under separate cover in accordance with the provisions set forth in WIA Directive WIAD04-7.

- I. *What criteria will you use in determining whether adult funds are limited and how "priority of service" will be applied to serve persons with special needs? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines V B. 5.]*

Based on past levels of service and current funding levels and the leveraging of resources within our One-Stop system, we do not anticipate a limitation in our ability to deliver adult employment and training activities. We have recruited potential LAC-WE members that represent groups with special needs and we anticipate enlisting them to assist the system in developing a priority of service policy for the new system.

The LAC-WIB will be setting a policy of providing priority of service for clients who are currently receiving public assistance and other low-income adults and dislocated workers. This policy will be directed to begin as a customer is at a specific level in the One Stop system, while simultaneously ensuring universal access to core services. The LAC-WIB has also attempted to ensure clients who are identified in 20 CFR § 663.600 are appropriately served in the local Workforce Investment System.

\*\*Also, see response in Section II-H

- J. *How will the local system assure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]*

The LAC-WIB has adopted the following policies covering the programs and activities under its purview:

No individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation or belief.

All staff offices, One-Stop Centers and organizations and agencies receiving funding from the WIB will conform and comply with the Americans with Disabilities Act.

The LAC-WIB has adopted the following policies covering the programs and activities under its purview:

No individual will be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with and program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation or belief.

Pursuant to Federal and State policies governing civil rights and equal opportunity procedures, the LAC-WIB has established actions in the event that violations occur with regard to civil rights and ADA. These actions include, but are not limited to the following: fiscal probation, withholding of payment, reobligation/deobligation of contract funds or suspension/termination of the contract.

In addition, for customers who are disabled, use of specialized technology is free and is part of the core services provided at the Centers. The following are examples: Dragon Naturally Speaking Professional and Dragon Dictate Pro; application software for vision impaired; Braille Printer System; Zoom Text Software; Large Print Keyboard; JAWS for the Internet; Arkenstone Open Book Reader; adjustable tables, accessible copiers; TTY Machines.

- K. *Describe how employer services (e.g., systems to determine general job requirements and job listings, including Wagner-Peyser Act services) will be delivered through the One-Stop system in your area?*

The WIB and the LEO(s) receive WARN notices, establish policies related to employer services, develop and approve services, and evaluate and provide oversight of the programs. They assure that:

- 1) An eligibility determination and verification system for services is maintained;
- 2) The plan will achieve or exceed its predetermined performance goals;
- 3) There is a system for coordination with neighboring jurisdictions in cases of plant closing and mass layoffs;
- 4) There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- 5) Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- 6) Affected labor organizations are consulted in the case of any assistance program which will provide services to a substantial number of their members.

The LAC-WIB will also determine job opportunities for which dislocated workers or adults could be retrained, and the training that exists or could be provided in the local area relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

In addition, this information will be obtained through a collaborative effort with EDD Job Services and by utilizing LMI information. EDD Job Services staff is currently available to the local workforce investment system through co-location of staff at the One-Stop Centers or through electronic linkage.

- L. *What re-employment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c) (e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA Section 121(b)(1)(B)(ii)]*

We will make all basic core services available to Worker Profiling and Reemployment Service claimants through the One-Stop system.

- M. *How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9 WIA, Section 121(b)(1)(B)(ii)]*

EDD's CalJOBS system includes a Veterans Hold to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services. The LAC-WIB



nominations include representatives from the local veteran's community that may assist the system in building additional connections to resources and services.

In addition, Bulletin Number B-DWA-02-008 informs all LACWIB One-Stop Centers about the "Jobs for Veterans Act Legislation" and how it affects the delivery of service and the priority of service given to veterans at their Center.

- N. *What role will local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veteran's staff? [State Planning Guidance IV.B 10.322, 38 USC Chapter 41 and 20 CFR Part 1001-1201]*

Local Veterans Employment Representatives/Disabled Veterans Outreach-Program Services (LVERD/VOPS) will be co-located in the comprehensive One-Stop Center. Initially, staff at the information desks in all One-Stop Centers will be directed and trained to refer the appropriate individuals to these representatives. Signs will be posted to direct veterans to these representatives. If clients are in need of additional services, LVEWDVOPS staff will be cross-trained and familiarized with other services throughout the One-Stop Center to which their clients can be directed.

**ESGR-** LAC WIB has developed an MOU with the Employer Support Group for Guard and Reserve (ESGR) that will provide a direct link to the LAC WIA for Guards and Reservist who will be looking for jobs upon returning from the war in Iraq.

- O. *How will you provide Wagner-Peyser Act-funded services to the agricultural community specifically, outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? (State Planning Guidance IV.B.11).*

It is not anticipated that services to migrant and seasonal farm workers programs will be needed in Los Angeles County. However, if needed, outreach assessment and specialized staff funded by Wagner-Peyser initially will handle other services to migrant and seasonal farm workers and to employers if a need exists in the community. If clients are in need of additional services, Wagner-Peyser staff will tap into the regular services provided in the One-Stop Center. If services are needed beyond the capability of the One-Stop Center, clients will be referred to other organizations that specialize in services to this population.

- P. *How will the local workforce investment activities be coordinated with the statewide rapid response system to serve dislocated workers? [WIA, Section 118 (b)(5)]*

The LAC-WIB has adopted strategies that allow for the Los Angeles County Workforce Investment Area (LACWIA) administrative body (Community and Senior Services [CSS]) to administer rapid response (RR) activities that are in-line with State laws and regulations. LACWIA participates in statewide RR meetings that bring together RR teams from the greater Southern California regions, in order to be kept informed of current State priorities. This venue is also used to coordinate RR activities across multiple jurisdictions. In the event of a major emergency or disaster, the LACWIA is positioned to work with the State and other Local Workforce Investment Areas (LWIAs) to coordinate the solicitation of a National Emergency Grant (NEG). LACWIA supports the State's policies and procedures for keeping the State informed of local dislocation events by providing quantitative and qualitative information, via the 121 forms, provided to the State as dislocation events occur.

The LAC-WIB stays abreast of laws and regulations, which result in policy changes and modifies available RR services and activities to adhere to the State's established required and allowed RR activities

Q. *What rapid response assistance will be available to dislocated workers and employers and who will provide them? [State Planning Guidance IV B.13.c]*

The LACWIA provides resources to connect impacted workers who have been laid off, or are facing layoff, with the network of WorkSource/One-Stop Centers located throughout the greater Los Angeles area. In an interest to maximize local resources, the WorkSource/One-Stop Centers provide transitional services that help mitigate the impact a layoff will have on dislocated workers. Such activities consist of assisting them with writing an effective resume, enhancing their interviewing skills, provide guidance on handling finances during a period of financial hardship, assess jobseeker's transferable skills and other services to reemploy the impacted worker. Impacted employees will also be provided an employee orientation, which will address information on unemployment compensation benefits, the Trade Adjustment Assistance (TAA) program and the North American Free Trade Agreement-TAA program, other available services through the WorkSource/One-Stop system and, in coordination with the Employment Development Department, provide on-site access to CalJobs and Skills Match. An on-site job fair may also be conducted for impacted workers.

Businesses who are laying off will have access to rapid response services such as immediate and on-site contact to assess the potential for averting the layoff, guidance and information on available financial assistance in devising a labor management committee to reduce the impact a dislocation will have on a company and its employees; emergency assistance adapted to the particular closure/layoff utilizing resources available through the NEG; incumbent worker trainings, including employer loan programs for employee skills upgrading, and training orientations on industry specific opportunities. Businesses outreach will be conducted to provide information on services available through the rapid response program. Those businesses

identified as in need of additional RR services are provided with a layoff aversion plan, which is implemented through the use of contracted vendors (i.e. incumbent worker trainings, labor management committees, capacity building, etc.), WorkSource Centers, and other local partners (i.e. Economic Development Corporations, Small Business Associations, etc.).

- R. *Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. WIA, Section 118(b)(4)].*

Individuals who have received core and intensive services but who are still unable to obtain or retain and who desire and/or qualify for training services will be provided with information and the I-TRAIN (a state-approved list of training providers in southern California). The provision of training is subject to an interview between the customer and the training provider, evaluation or assessment to ensure the customer can successfully complete the training, and case management who will, together with the customer, complete the ITA. The training must be directly linked to the employment opportunities in the local area or in another area in which they are willing to relocate.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, programs that combine workplace training with related instruction, such as cooperative education programs. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training. Training may also be specific for an employer requiring retraining of existing staff to fill new job positions while ensuring mass layoffs are avoided.

- S. *MEMORANDUM OF UNDERSTANDING (MOU):*  
*WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced on page 6, a copy of each MOU must be included with the plan. WIA, Section 118(b)(92)9B)]*

*The Memorandum of Understanding (MOU) may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop Center System.*

1. *The MOU must describe: [WIA, Section 121 (c) (1) (2) (A) (B)]*
  - a. *What services will be provided through the One-Stop system?*
  - b. *How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.*

- c. *What methods will be used for referral of individualized between the One-Stop operator and partners?*
- d. *How long the MOU will be in effect?*
- e. *What procedures have been developed for amending the MOU?*

Modification or amendment of the terms or conditions of the MOU must be by means of a separate written document approved by the Partners and the LAC-WIB (and/or such official designated by the LAC-WIB to enter into such amendment), and agreed to by the Los Angeles County Board of Supervisors; except, however, that each Partner may with notice to the LAC-WIB and the Board of Supervisors, amend that exhibit specific to that Partner as it relates to services provided under this MOU, *provided* the changes in services is required or authorized by the statutory or regulatory provisions governing the Partner's program(s).

- f. *Other provisions consistent or as deemed necessary by the local board.*

2. *Identify those entities with which you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(6)]*

The mandatory One-Stop partners identified in the WIA, which are entities responsible for administering human resource and education programs and activities in the Los Angeles County Workforce Investment Area, include the State Employment Development Department (EDD), the Los Angeles Community College Districts serving the Workforce Investment Area, the State Department of Rehabilitation, and Job Corps. These entities have signed the Governance MOU with the LAC-WIB. Departments within the County of Los Angeles administer the remaining WIA-mandated partner programs. Execution of the Governance MOU has been completed.

In addition, each WorkSource (One-Stop) Center in the local workforce investment area has executed MOU's with both mandated and non-mandated partner agencies.

## **VI. YOUTH ACTIVITIES**

In this section, we will describe the strategies and tactics that will be pursued to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.

- A. *Describe your local area efforts to construct a Youth Council, and what the role(s) of the Youth Council will be.*

The PIC appointed a transitional Ad Hoc Youth Committee that includes representatives of the various sectors mandated for participation on the Youth Council under WIA. This entity assisted in the development and review of the youth RFP policies and the initial planning for youth programs, including the summer program component. With the establishment of the WIB, we anticipated appointing the Youth Council in early 2000.

The Youth Council is responsible to the WIB for developing, reviewing, and overseeing the portions of the local plan relating to eligible youth. They oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. They recommend eligible providers of youth activities and conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson assigns additional duties as the need arises.

Additionally, the Youth Council assumes a leadership position and acts as a catalyst and advocate for youth in our community. They host public events that demonstrate the County's commitment to obtain community input and expand job and career opportunities for youth.

As mandated by the Workforce Investment Act, the Youth Council was developed with the mandatory partners consisting of: 1) representatives of the WIB with special interest or expertise in youth policy; 2) members of youth service agencies, including juvenile justice and local law enforcement agencies; 3) representatives of local public housing authorities; 4) parents of eligible youth seeking assistance under WIA; 5) individuals, including former participants, and representative of organizations that have experience relating to youth activities; and 6) representatives of the Job Corps, as appropriate. In addition to these required partners, the County Youth Council also includes: 1) community college president/administrator; 2) Children and Family Services representative; 3) private sector; 4) community-based organization; 5) representatives from the Boys and Girls Club; 6) EDD representative; and 7) WorkSource Center manager.

The Youth Council as an advisory body to the WIB is responsible for developing, reviewing, and overseeing the portions of the local plan relating to the implementation of the WIA Youth Program.

As an oversight committee, the Youth Council reports to the WIB on matters relating to: 1) requests for proposals (RFP); 2) establishing local youth program policies and procedures; 3) reviewing funding recommendations; 4) reviewing service providers performance; and 5) any other matters relating to the youth program.

B. *How will youth services be connected with your One-Stop delivery system?* [Interim Final Rule 664.700]

It is a condition to receiving youth funding that any Youth program provider at a minimum be electronically linked to the WorkSource center system. A youth center can stand-alone or be co-located in a WorkSource Center and/or other existing facilities.

A variety of relationships exist between the WorkSource Centers and Youth Centers ranging from referral and co-enrollment to shared facilities and staff. In addition, WorkSource centers are able to provide services to eligible youth 19-21 and co-enroll them when appropriate. At a minimum, youth providers and WorkSource centers will share information regarding employment opportunities and clients via CalJOBS.

- C. *Describe how coordination with Job Corps, Youth Opportunity grants and other youth programs in your local area will occur e.g. School-to-Career. [State Planning Guidance, IVB.14.]*

Coordination with Job Corps and other youth programs occurs through the Youth Council and the County's relationship with other County departments. In particular, the County has been collaborating with a variety of entities to serve the most at-risk youth, such as probation/camp youth, foster youth, emancipated foster youth, and alternative school youth. Programs included the Grizzly Academy Program funded by Governor's 15% grant; Intensive Transition Services Program funded by the Schiff-Cardenas grant for probation camp youth; OJT Pilot Program funded by Juvenile Justice Crime Prevention funds also for 17-18 year olds probation camp youth; Independent Living Program for emancipating foster youth funded by Department of Children and Family Services; and the CalWORKs Youth Jobs Program for youth 14-19 who are members of family receiving CalWORKs cash assistance. The County will coordinate with any provider awarded a Youth Opportunity Grant to serve youth in our area.

- E. *Describe your area's eligible youth population and needs in general. Describe and assess the type and availability of youth activities. Include an identification of successful providers of such activities.*

The following chart entitled L. A. County Youth Participant Demographics for Program Year 2003/04 describes the basic youth population that comprises the County's Workforce Investment Area. The chart provides demographic information on gender, ages, ethnicity, education and family status, and the barriers to employment faced by the youth in our area.

Youth providers have a successful track record of assisting disadvantaged youth or similar at-risk youth populations by providing the necessary skills and opportunities for youth to realize their full potential. The service providers have developed strategies for educational/vocational assessment to identify goals, barriers, and to enhance youth development in all areas of education and employment. They provide a full menu of services that incorporates the 10 elements required by WIA which includes: tutoring, alternative secondary education, summer youth employment opportunities, paid/unpaid work experience, occupational skills training, leadership development opportunities, supportive services, adult mentoring, guidance and counseling, and twelve (12) months post program follow-up. Program designs place emphasis on employment readiness and skills related to actual job situations and incorporate viable linkages to local employers.

The following service providers have been identified as successful providers under WIA. These service providers have a proven track record in implementing innovative youth programs:

Home Improvement Program (LA Works)  
LA Youth Times (Los Angeles Office of Education)

**Youth Participant Demographics  
Program Year 2003/04**

<b><i>Participant Demographic</i></b>	<b>WIA Youth</b>
<b>Total</b>	3,895
<b><u>GENDER</u></b>	
Male	1,929
Female	1,966
<b><u>AGE</u></b>	
Age 14-18	3,531
Age 19-21	364
<b><u>RACE ETHNIC GROUP</u></b>	
American Indian/Alaskan Native	20
Asian	372
Black (not Hispanic)	806
Hawaiian Native/Other Pacific Islander	28
Hispanic	2,499
White (not Hispanic)	299
<b><u>EDUCATION STATUS</u></b>	
School Dropout	267
Student, HS or less	3,261
High School Grad./Equiv.	304
Post High School	11
<b><u>UI STATUS</u></b>	
Unemployment Ins. Claimant	33
Unemployment Ins. Exhaustee	53
<b><u>LABOR FORCE STATUS</u></b>	
Employed	29
Unemployed	3,762
<b><u>BARRIERS TO EMPLOYMENT</u></b>	
SDA Defined Barrier (Foster Youth)	1,187
Basic Literacy Skills Deficient	3,309

Disabled	423
Displaced Homemaker	1
Foster Youth	261
Food Stamp Recipient	1,176
Homeless	40
Limited English Proficiency	283
Low Income	3,762
Offender	295
Pregnant/Parenting Youth	218
Runaway	18
Homeless	40
Single Parent	102
Substance Abuser	77
TANF Recipient	903

- E. *What is your local area's strategy for providing comprehensive services to eligible in school and out of school youth, including any coordination with foster care, education, welfare and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities.*

**The County has an In School and Out of School Program.**

**In-School Program**

The purpose of the In-School Youth Program is to ensure that eligible In-School youth are provided with quality and effective youth services to better prepare them for a successful transition to the workforce and continued education and training.

To reach this objective, the services incorporate the 10 core elements in an innovative and effective manner by addressing the needs of this population through activities that include but are not limited to: work-based learning projects, work preparation classes, exposure to careers, business enterprise activities, life skills, presentations for local business leaders and others. The program design reflects a continuum of services that plans for the needs of youth at different age and development stages. All work-based learning projects include and relate to basic skills---reading, writing, language and math. Youth need to make the connection between what they are learning in school and the application in the workplace.

**Out-of-School Program**

The Out-of-School Program is to assist out-of-school youth who are defined as:

1. An eligible youth who is a school dropout; OR
2. An eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.



The objective of the Out-of-School Program is to provide the academic and occupational skills training, support services, and follow-up needed for placement and successful retention in advanced training and education or employment that provides promotional opportunities and earning gains.

The Out of School Program provides strategies for educational/vocational assessment to identify goals and barriers in preparation for training and employment services. The program focuses on establishing a continuum of services for Out-of-School Youth, mindful of required 10 core elements. Providers have a systemic approach offering a broad range of coordinated services, including opportunities for assistance in both academic and occupational learning; developing leadership skills; and preparing for further education, additional training, and eventual employment.

### **Special Needs**

Coordination activities with DCFS for foster youth referrals and DPSS for CalWORKs pregnant/parenting teens and members of CalWORKs families are ongoing. Activities with DCFS include open communication for referral of foster youth to programs near their area of residence. Activities with DPSS include the operation of a supplemental summer program to the WIA Youth Program design called Youth Jobs. Youth Jobs is a vehicle to provide CalWORKs youth with an opportunity to access summer services that will better prepare them to successfully transition to the workforce, continue education and/or training. Youth Jobs will provide youth with paid work-based learning through summer employment opportunities coupled with basic skill remediation, career planning, and employment readiness skills.

Following the initial summer services youth receive in Youth Jobs, they will have the option of transitioning into the County's year-round WIA Youth Program. They will be able to access services, based on their individual objective assessment and Individual Service Strategy (ISS). Youth eligible to participate in this program will be between the ages of 14-19 and a CalWORKs Pregnant/Parenting Teen and/or a member of a family receiving public assistance. Priority will be given to CalWORKs Pregnant/Parenting Teens.

### **Independent Living Program (ILP)**

The CSS ILP Skills Enhancement Program design focuses on the employment and training needs of foster youth clients up to the age of 21 with the ultimate long-term goal of helping youth achieve self-sufficiency. The design combines the service delivery systems of the County of Los Angeles Department of Children and Family Services (DCFS) and CSS WorkSource Centers, CSS Youth Centers, and that of partners such as the Employment Development Department (EDD) and the Community Colleges.

The purpose of the CSS ILP Skills Enhancement Program is to create an effective, performance-based service delivery system to assist 1000 foster youth, per program

year, within the County of Los Angeles to achieve self-sufficiency with an emphasis on employment. Eligible foster youth will have access to a continuum of services that include assessment, readiness for independent living, establishing social relationships and building interpersonal supports, vocational skills and knowledge of the world of work, and developing the tools for self-sufficiency. WIA Youth funds will be leveraged to augment placement and follow-up services for 42 ILP Skills Enhancement Program youth. ILP Skills Enhancement program clients will also access the job placement-related services available through the WorkSource Centers.

Services will be provided by contracted ILP Skills Centers, WIA WorkSource Centers, as well as WIA Youth Centers. The program is results-driven and the contracts are performance based, fee-for-service.

*F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]*

All youth enrolled in the program will be pre and post tested to determine academic skills and competencies that will be incorporated into the ISS plan. The ISS will ensure the youth has a plan that outlines strategies for services and training, emphasizing personal commitments to - achieve the objectives.

*1. Preparation for post-secondary educational opportunities:*

It is anticipated that post-secondary educational opportunities will play an important part for the 17 to 18 year old age group where obtaining a high school diploma and the continuing of post-secondary education will be emphasized. Youth Collaboratives will be required to provide this classification of youth with exposure to post secondary educational opportunities and the support services necessary to allow them to remain in school, along with guidance, adult mentoring, and 12 months follow-up services.

*2. Strong linkages between academic and occupational learning:*

All enrolled youth will be encouraged to participate in academic and occupational learning through secondary and post secondary schools that are linked to the Lead Agency and the collaborative.

\*

3. *Preparation for unsubsidized employment opportunities.*

The ISS plan developed for each person enrolled in the program will provide the basis for the ongoing assessment of specific needs that can be used to determine whether a youth 19-21 years is job ready or needs additional occupational training to meet his/her goals. During their training to enter unsubsidized employment, the youth will have access to leadership training, guidance, tutoring, support services and mentoring. In some instance the youth will require additional basic academic skills prior to entering his/her chosen occupational training program. If the youth's ISS plan indicates he/she is occupationally and academically ready for unsubsidized employment, but is not confident enough to accomplish their goals without assistance; a paid or unpaid work experience in the chosen field will be their next step.

4. *Effective linkages with intermediaries with strong employer connections:*

Both the One-Stop Centers and the various vocational programs in the schools have strong linkages to the employer community. Many community-based youth serving agencies, including those who have run summer youth components, also have effective linkages to businesses willing to employ youth. All of these various ties to the community will be used to create work experience and career opportunities for youth enrolled in the program.

5. *Alternative secondary school services:*

Alternative schools will be used as a point of reentry for school dropouts, combined with additional support services provided through the WIA funded youth programs. They may also be used to keep youth in school who are in danger of dropping out of regular school.

6. *Summer employment opportunities:*

The summer employment opportunities component will provide youth 14 to 21 years of age with paid work experience at the prevailing minimum wage for a determined length of time. The type of activities offered will provide the necessary enhancements to the long-term employability goals of disadvantaged youth through access to academic enrichment/remedial education, and the development of a work ethic that will result in good work habits. At a minimum, the summer employment component will provide guidance, counseling, support services, work experience, and 12 months follow-up.

7. *Paid and unpaid work experience:*

Paid and unpaid work experience will be offered to youth. Work experience will be structured as a learning process providing youth with experiences that expose them to job readiness skills. Work site supervisors will provide hands on training to assist the

youth in developing the work skills and work ethics necessary for becoming productive employees. At the work site, the youth will encounter first hand the expectations of the normal work place. The youth will begin to understand the value of their SCANS learning. Work sites will be selected based, on the ability to provide the youth with initial career exposure. Work experience may also include cluster exposure to an industry or occupation, job shadowing, internships, and entrepreneurship.

8. *Occupational skills training:*

Youth between the ages of 19 and 21 who are drop-outs or have shown a disinterest, or have a low aptitude to continue post secondary education, will be given an opportunity to enhance their basic academic skills via extension or continuation school. The opportunity of attending trade school will increase their employment marketability, especially if the youth also completes a certified apprenticeship program.

9. *Leadership development opportunities:*

Leadership skills are important to the development of youth and can be obtained through community service and activities encouraging personal responsibility, initiative, and the development of positive social behaviors, Youth will be encouraged to participate in various community service projects. By being actively involved in local community affairs, youth will obtain intimate knowledge of the daily operation of their local governments and community/public services organizations. Exposure to the community will assist in breaking down the negative barriers and misunderstanding that are common between at-risk youth and local authorities. Community service will help foster positive relationships where none previously existed.

10. *Comprehensive guidance and counseling:*

Various types of counseling will be offered through the Youth Collaboratives and One-Stop Centers that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

11. *Supportive services:*

Supportive services can include transportation and childcare assistance when needed. Other supportive services may be provided when acute needs arise, based on the ISS.

12. *Follow-up services:*

[Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.1] Follow up services for youth will track the progress of youth relative to academics, employment, and/or training. Services may include leadership development through

adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise: assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

*G. How will youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State economy?*

Youth programs have been enhanced to expand youth access to the resources and skills they need to succeed through the delivery of services through the Youth Collaboratives

Collaboratives, at a minimum, consist of four partners, one of which is the Lead Agency. One of the partners represent t **Business/Private Industry**; and one represent **Education** (secondary/post-secondary). The remaining partner(s) can be representative of any agency/organization with an expertise in youth, such as:

- Community Based Organizations
- Juvenile Justice
- Department of Children and Family Services
- Department of Mental Health
- Department of Public Social Services
- School-to-Career Partnerships
- Job Corp
- Probation Department

The Collaborative is responsible for providing youth with the services associated with the ten core elements and labor market information..

The Collaborative also provide services through a Youth Center(s). The Centers are linked to a WIA funded Work-Source Center which will enable youth to access a variety of services and information.

The Business partners' role is rooted in an advisory capacity. Rather than only providing job/work experience opportunities, the Business partner will also provide insight on the ever-changing needs of business to ensure that each collaborative is effectively preparing each youth with the marketable tools necessary for success. The education partner will bring the necessary methods to the collaborative to ensure each youth is taught and is able to grasp the necessary marketable tools for success.

The Youth Council will also focus on the development of a comprehensive system for providing services to youth, including those with special needs.

The Request for Proposal process is designed to ensure comprehensive services for eligible youth through the selection of service providers that respond to identified youth needs. All potential Youth Collaboratives must describe how they will coordinate with foster care, welfare, and probation and other appropriate agencies. A

referral mechanism will also be in place to direct ineligible youth to the appropriate resources.

## VII. ADMINISTRATIVE REQUIREMENTS

- A. *What competitive process will be used to award grants and contracts for youth services in your local area? [WIA, Section 118(b)(9)]*

The County, under the guidance of the Youth Council and the WIB, will use a Request for Proposal (RFP) as the competitive process to award grants and contracts for youth services.

- B. *What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [State Planning Guidance III B.1.e.]*

\*The response to “A” above indicates the process that will be utilized for the youth program.

All existing One-Stops in the local area may request certification as a One-Stop Center in the new Workforce Investment System. After completing the self evaluation tool and being provided technical assistance each center may apply quarterly for a site visit by the WIB certification team and if approved designation as a One-Stop Center by the full LAC-WIB. All One-Stop or Special Needs providers not grandfathered into the local one-stop delivery system will be procured through an open, competitive RFP process.

For youth grants, potential bidders are informed through newspaper ads, the County’s website, and mailings to individuals who requested to be placed on the RFP mailing list. The release of an RFP is also advertised at Youth Council and WIB meetings.

- C. *What entity will serve as the local grant recipient and be responsible for disbursing grant*

The Los Angeles County Department of Community and Senior Services, with approval by the Los Angeles County Board of Supervisors and the LAC-WIB, are responsible for disbursing grant funds.

- D. *What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers?*

The Youth Council, with the authority of the LAC-WIB and the Board of Supervisors, will procure providers through a Request for Proposals solicitation process.

Successful applicants will be representative of a Youth Collaborative consisting of a minimum of four partners, as previously described. One of the partners must be designated as the Lead Agency. The Youth Collaborative will operate under the guidance of the Lead Agency. The Lead Agency can be from the following

classifications: private/nonprofit, private for profit, public organization, One-Stop center. The Lead Agency must show 12 months of consecutive experience, in the last 2 years, administering youth programs and have successfully managed government contracts equal to 125 % of the amount requested.

The Lead Agency must ensure a site is available to serve as a Youth Center. A Youth Center can be co-located at a One-Stop. The Youth Center should be easily accessible to youth and, at a minimum, be electronically linked to a One-Stop. The majority of services provided should be accessible through the Youth Center, or principal Youth Center, if more than one site.

The criteria to be used to award grants will fall under six main areas:

1. Collaboration
2. Lead Agency Experience
3. Youth Center Design Accessibility
4. Program Design
5. Fiscal Capability/Program Budget
6. Program Sustainability

Successful applicants will receive yearly awards for up to four additional one-year periods contingent on the availability of funds and successful contractor performance.

Contractor performance will be evaluated by comparing planned versus actual program performance data and applying relevant performance indicators. Those contractors not meeting their performance goals will be sanctioned accordingly, ranging from probationary status, percentage de-obligation, to not being reconsidered for funding.

For the most recent youth RFP, the following evaluation criteria were utilized:

**Program Evaluation Criteria**

All proposals passing the minimum requirements will be evaluated based on the criteria and weighted percentages listed below.

I.	<b>Qualifications</b>	<b>10%</b>
II.	<b>Collaborative Structure</b>	<b>15%</b>
III.	<b>Youth Center</b>	<b>5%</b>
IV.	<b>Program Services</b>	<b>30%</b>
V.	<b>Performance Measures</b>	<b>10%</b>
VI.	<b>Quality Assurance Plan</b>	<b>5%</b>
VII.	<b>Budget/Fiscal Capability</b>	<b>25%</b>
<b>TOTAL</b>		<b>100%</b>

**3.7.1 Qualifications (10%)**

The Lead Agency will be evaluated on the basis of experience and capacity as an agency/organization to perform the required services. The Lead Agency will also be evaluated on the basis of references, past performance history of County, State, Federal and/or other contracts, a review of terminated contracts, and a review to determine the magnitude of any pending litigation or judgments against the Lead Agency.

***Collaborative Structure (15%)***

The Lead Agency will be evaluated on the description of its network of collaborating partners, sustainability of the collaborative, and effectiveness as a youth delivery system. In particular, how youth delivery services are coordinated, how roles and responsibilities are shared, and how resources are leveraged. Emphasis will be placed on thoroughness of responses to questions in this Section.

***Youth Center (5%)***

The Lead Agency will be evaluated on the thoroughness of the responses to the location, facilities, and service plans provided through the Youth Center.

***Program Services (30%)***

The Lead Agency will be evaluated on the description of the methodology to be used to meet the County's requirement based on information provided in Appendix A in the Statement of Work.

***Performance Measures (10%)***

The Lead Agency will be evaluated on any past experience working with performance based contract(s), how well the Lead Agency understands the Workforce Investment Act (WIA) performance measures, and its ability to design effective service intervention strategies.

***Quality Assurance Plan (5%)***

This Lead Agency will be evaluated on the Quality Assurance/Program Monitoring Plan. The Plan will be assessed on but are not limited to the following areas including but not limited to, the following: how the Plan is utilized by the Lead Agency to ensure that required services are provided as specified, description of the monitoring system, and methods for identifying and preventing deficiencies in the quality of services.

***Budget/Fiscal Capability (25%)***

Proposals will be evaluated for cost reasonableness and accurate completion of required budget documents. The budget must contain cost detail and demonstrate that the proposed cost is realistically based on reasonable costs specific to the proposal.

- E. *What is your local area's definition regarding the sixth youth eligibility criterion. WIA Section 101(13)(C)(vi)]*



The LAC-WIB definition for the sixth youth eligibility requirement (in *italics* below) has been approved by the local Workforce Investment Board and shall be defined as follows:

### **WIA Youth Eligibility**

The Workforce Investment Act under Section 101 (13) defines who is eligible for youth services. An eligible youth is defined as:

1. Is age 14 through 21;
2. Is a low income individual, as defined in WIA Section 101 (25); and
3. Is within one or more of the following categories:
  1. Deficient in basic literacy skills;
  2. School dropout;
  3. Homeless, runaway, or foster child;
  4. Pregnant or parenting;
  5. Offender; or
  6. *Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.*

### **Sixth Eligibility Category Defined**

The following defines the sixth eligibility requirement and was approved by the local WIB as follows:

"An individual (including a youth with a disability who requires additional assistance to complete an educational program, or to secure and hold employment" shall be further defined as a youth who has one or more of the following characteristics:

- a) attending continuation school
- b) low self esteem and sense of self
- c) involved in gang activities
- d) a substance abuser
- e) little or no family support or direction/negative role identification
- f) alienated by sexual preference
- g) physically or mentally challenged
- h) an emancipated minor
- i) language or cultural barriers
- j) emotional problems
- k) at risk of dropping out of school
- l) at least two grade levels below age

### **Documentation Requirement**

Supplemental documentation is required for eligibility determined on any one of the above enumerated definitions. Sufficient documentary evidence must be in the participant's file to warrant enrollment under the 6<sup>th</sup> eligibility definition.

- F. *What process will be used to allow public review and comment for specific performance outcomes and measures when these have been negotiated?*

. All final performance will be reported to the LAC-WIB as information becomes available from the State. In addition, local performance requirements relative to contractor efficiency will be reported to the LAC-WIB on a quarterly basis.

## **VIII. ASSURANCES**

The LAC-WIB and its staff assure the following:

- A. The LAC-WIB and its staff assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Area through allotments made under section 127 and 132 [WIA, Section 112(b) (11)]
- B. Compliance with WIA, Section 184(a)(6), including:
1. Implementation of the uniform administrative requirements referred to in WIA, Section 184(a)(3);
  2. Annual monitoring of local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
  3. Taking appropriate action, when necessary, to secure compliance pursuant to WIA, Section 184(a)(5).
- C. Veterans will be afforded employment and training activities authorized in WIA, Section 134 to the extent practicable.
- D. Compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- E. Funds received under the Workforce Investment Act will not be used to-assist, promote or deter union organizing. [WIA, Section 181(b)(7)]
- F. Compliance with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- G. To collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.

- H. The LAC-WIB assures that there will be compliance with Grant procedures of WIA Section 189(c).
- I. The Local Workforce Investment Board certifies that veteran's services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The local Workforce Investment Board certifies that Wagner-Peyser Act funded labor exchange activities will be provided by merit-based public employees.  
[State Planning Guidance VI.13]
- K. The LAC-WIB assures that it will comply with current regulations, 20 CFR § 651.111, to develop and submit affirmative action plans for migrant and seasonal farm worker Signification Offices in the local workforce investment area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally, as required.
- L. The LAC-WIB has developed this Plan in consultation with local elected officials, the business community, labor organizations and other partners.  
(WIA Section 118(a).
- M. LAC-WIB assures that it will comply with § 540 of the Rehabilitation Act of 1973 (29 USC 794) and the Americans with Disabilities Act of 1990 (42 USC 12101 et esq.).
- N. LAC-WIB assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal 'and State laws and regulations.
- O. Local Workforce Investment Board assures that veterans workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- P. Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- Q. Local Workforce Investment Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individual for intensive and training services [Sections 134 (d)(4)(E), 118(b)(4)].
- R. The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization

representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 [commencing with Section 35121 of Division 4, of Title 1 of the Government Code).

- S. The Local Workforce Investment Board assures that State employees who are located at One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluation, and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to, hiring, promotion, discipline, and grievance procedures.
- T. The Local Workforce Investment Board assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employees' civil service supervisor. The One-Stop Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3 of Title 2 of the Government Code), threats and/or violence concerning State employees, and State employee misconduct.
- U. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the Local Workforce Investment Board. The Local Workforce Investment Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official, through one of three means:
  - a) Through a consortium of at least three or more required One-Stop partners; or
  - b) Through competitive process such as a Request for Proposal; or
  - c) It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA: Sections 121(d)(2)(A) and Regulations, Section 662.410].

## **IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

This plan represents the LAC-WIB to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

The Plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

### **On Behalf of the LAC-WIB Workforce Investment Board**

Signature \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Date \_\_\_\_\_

### **On Behalf of the Chief Elected Official(s) of LAC-WIB Workforce Investment Area**

Signature \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Date \_\_\_\_\_

Signature \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Date \_\_\_\_\_